

National ASPIRA Plan and Budget  
F.Y. 1984-85

ASPIRA OF AMERICA, INC.  
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National Executive Director

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## Introduction

The National ASPIRA Annual Plan and Budget for the 1984-85 fiscal year is the culmination of many months of work and dedication on the part of staff and board members. The plan development process was initiated with a review of the ASPIRA philosophy and mission statement, followed by the articulation of ten major goals which set the tone and focus of the national office. These goals were then prioritized by the National Board of Directors in order of importance.

Having the National ASPIRA prioritized goals as a basis for planning, staff identified fifty two (52) major activities which will be carried out during the 1984-85 fiscal year in pursuit of the ASPIRA Mission.

The major activities are clustered into seven staff functions which serve as the basis for identifying the specific staff positions which are included in the annual budget.

This Plan, once adopted, will serve as the major guide of the board and staff towards achieving the National ASPIRA goals and objectives for the year. While serving as a principal source of direction, the Annual Plan must be flexible to allow for unexpected events that will evolve during the year.

## Mission

In the last decade, ASPIRA has assisted 58,583 students and has been instrumental in placing 19,961 of these students into post-secondary institutions. Many of these students have been placed into the nations leading professional schools in medicine, dentistry, business, education and the social sciences as a result of ASPIRA's programs. This is an impressive achievement for ASPIRA and the Hispanic community. These students represent the future leaders and professionals who will be instrumental in moving our community forward.

In the decade of the 80's, however, an assessment of the state of the Puerto Rican/Hispanic community continues to point to several fundamental areas of need which provide the conceptual basis for ASPIRA's mission. Specifically, the conditions of the unequal socio-economic development of our community is due, to a large extent, to the underdevelopment access to quality educational opportunities. Consequently, our community is denied an adequate representation of skilled and committed leadership so essential to addressing the socio-economic development needs of our community.

These needs are increasingly apparent in such fields as education, health, business and industry, government and other sectors affecting the lives of the people in our community.

In addressing the needs of our community, ASPIRA will focus its energies and resources in the areas described in this section.

1. ASPIRA will pursue the further development of the leadership, intellectual potential and cultural enhancement of Puerto Ricans and others, so that our youth may contribute their skill and dedication for the betterment of our community and the solution of our socio-economic problems.
2. ASPIRA will advocate at the local, state and national levels for greater access to quality educational opportunities for Puerto Rican/Hispanic, and other youth.

In order to achieve our mission, ASPIRA will pursue several broad goals. These goals are outlined as follows within the context of both the Associates/Affiliate and national levels.

### Associate/Affiliate Level Goals

In addition to a common mission which binds together the members of the ASPIRA Association, the Associates/Affiliate and National ASPIRA have these primary goals which give general direction to all members of the Association. These goals are:

1. ASPIRA Associates/Affiliate will conceptualize, develop, implement and evaluate comprehensive leadership development programs that will encourage Puerto Rican and other youth to become aware of the socio-economic needs of the Puerto Rican/and other communities and foster a commitment to dedicate their leadership skills toward the socio-economic, cultural, and development needs of our communities.

2. ASPIRA Associates/Affiliate will conceptualize, develop, implement and evaluate comprehensive educational programs to motivate, orient and assist Puerto Rican/other youth toward their educational and intellectual development.
3. ASPIRA Associates/Affiliate will conceptualize, develop and evaluate programs of advocacy so as to foster increased access to quality leadership and educational development opportunities for its youth.

#### National ASPIRA Program Goals, Objectives and Activities

The National ASPIRA goals, as prioritized by the National Board of Directors in July, 1984, with appropriate objectives and activities are detailed in this section. The objectives and activities listed below are those which, in the considered opinion of the National Executive Director and staff, can be accomplished during the fiscal year with the resources outlined in the Budget section.

## GOAL 1

National ASPIRA will, in coordination with Associates/Affiliate, conceptualize, develop and evaluate comprehensive leadership development programs to encourage Puerto Rican/other youth to become aware of the socio-economic needs of the Puerto Rican/other communities and to foster a commitment to dedicate their leadership skills towards the resolution of socio-economic problems of our community.

### OBJECTIVE 1.1

To ~~ensure~~ *strive for* consistency in the delivery of the Leadership Development Program at all Associates/Affiliate.

#### ACTIVITIES

##### 1.1.1 Staff Development -1984-85 -shared exp.

National Office staff will coordinate the planning and implementation of two leadership program workshops of three day duration each involving two key leadership development staff members from each Associate/Affiliate.

##### 1.1.2 Leadership Development Manual

National Office staff will coordinate the review, updating and *Review & update in 1984-85* printing of the ASPIRA leadership development manual. *print in 1985/86*

##### 1.1.3 ASPIRA Promotional Materials 1984-85

National Office staff will coordinate the development of ASPIRA promotional materials (such as posters, flyers, pins, brochures, etc.) in English and Spanish for use by Associates/Affiliate.

### OBJECTIVE 1.2

To develop and implement a National ASPIRA Student Leadership Federation. (NASLF).

#### ACTIVITIES

##### 1.2.1 Concept Development 1984-85

National Office staff will conceptualize and draft a proposal for the establishment of a NASLF. Prior to the development of the final draft, the proposal will have the input of the ASPIRA student leadership who are members of the National Board of Directors.

#### 1.2.2 Fund Raising 1984-85

National Office staff will submit the NASLF proposal to various funding sources to seek funds for the implementation of the services and activities included in the proposal.

#### 1.2.3 N.A.S.L.F. Implementation 1985-86

Upon securing funds for implementation of the NASLF, National Office staff will, in coordination with Associates/Affiliate, implement the activities provided for in the proposal.

### OBJECTIVE 1.3

To conceptualize and develop a student leadership intern program.

#### ACTIVITIES

##### 1.3.1 Proposal Development 1984-85

National Office staff will conceptualize and develop a proposal for the establishment of an ASPIRA Student Leadership Intern Program. The proposal will have input from the Associates/Affiliate Executive Directors.

##### 1.3.2 Fund Raising 1984-85

National Office staff will submit the ASPIRA Student Leadership Intern Program proposal to corporations/foundations for funding.

##### 1.3.3 Program Implementation 1985-86

When funded, the Leadership Intern Program will be implemented in coordination with the Executive Directors of the Associates/Affiliate.

### OBJECTIVE 1.4

To conceptualize, develop and implement ASPIRA leadership program evaluation procedures and methods.

#### ACTIVITIES

##### 1.4.1 Evaluation Needs Assessment 1984-85

National Office staff will survey and assess the leadership program evaluation needs of the National Office and the Associates/Affiliate. Needs may include both formative and summative evaluations.

##### 1.4.2, Evaluation Capacity Building 1985-86

Based on the evaluation needs assessment, National Office staff will develop plans for capacity building to respond to the evaluation needs of the National Office and the Associates/Affiliate. Availability of evaluation services is targeted for the 1985-86 fiscal year.



## GOAL 2

National ASPIRA will, in coordination with Associates/Affiliate, conceptualize, develop and evaluate comprehensive educational programs to motivate, orient and assist Puerto Rican/other youth toward their educational and intellectual development.

### OBJECTIVE 2.1

To maintain effective implementation of the currently funded ASPIRA Public Health Services and Robert Wood Johnson Health Careers Program.

#### ACTIVITIES

##### 2.1.1 Program Development 1984-85

National Office staff will continue to coordinate the program development activities of the PHS and RWJ National Health Careers Program.

##### 2.1.2 Program Implementation 1984-85

National Office staff will continue coordination of the National Health Careers Program implementation through 1 on-site visitations and consultations as well as 1 centrally organized workshops.

##### 2.1.3 Program Monitoring and Evaluation 1984-85

National Office staff will continue program monitoring and evaluation activities as detailed in the PHS and RWJ grant contracts.

##### 2.1.4 Program and Financial Reporting 1984-85

National Office staff will prepare and disseminate appropriate program and financial reports.

### OBJECTIVE 2.2

To increase the career opportunities available to ASPIRANTES through the assessment of career trends for the next decade through 1995.

#### ACTIVITIES

##### 2.2.1 Assessment of Careers Trends 1984-85

National Office staff will assess the career trends of the next decade utilizing currently available data bases.

##### 2.2.2. Dissemination of Assessment 1984-85

National Office staff will disseminate career trends assessment to the Associates/Affiliate for their use in ASPIRA educational program planning and implementation.

### GOAL 3

National ASPIRA will, in coordination with Associates/Affiliate, conceptualize, develop, implement and/or coordinate and evaluate programs of advocacy, which affect the Puerto Rican/other communities of more than one Associate/Affiliate so as to foster increased access to quality leadership and educational development opportunities for its youth.

#### OBJECTIVE 3.1

##### 3.1.1 Assessment of Influence 1984-85

National Office staff will assess the level of current and potential influence on matters relating to leadership and educational issues.

##### 3.1.2 Issues Agenda Planning 1984-85

National Office staff will, in coordination with the Council of Executive Directors, develop an Issues Agenda which will guide the National Office advocacy program.

##### 3.1.3 Issues Agenda Coordination 1984-85

National Office staff will organize an Issues Agenda ASPIRA Coordinating Team (ACT) to coordinate common advocacy activities of National ASPIRA and the Associates/Affiliate.

##### 3.1.4 Issues Agenda Review 1984-85

National Office staff will review the Issues Agenda on a quarterly basis with the Council of Executive Directors and on a semi-annual basis with the Program Committee of the National Board of Directors.

##### 3.1.5 National Organizations Participation

805-  
1984-85 & 1985-86

National Office staff will increase the level of participation and coordination with ten major national organizations on matters relating to leadership and educational issues.

##### 3.1.6 ASPIRA Newsletter 1984-85

National Office staff will take preliminary steps to produce and disseminate an ASPIRA Newsletter with a focus on Hispanic leadership and educational concerns.

### 3.1.7 National Hispanic Student Leadership Conference

Planning 1984-85

National Office staff, in consultation with the student leadership on the National Board of Directors and the Council of Executive Directors, will develop plans for the First Annual National ASPIRA Hispanic Student Leadership Conference to be held during the 1985-86 year in the Washington, D.C. area.

### 3.1.8 National ASPIRA Hispanic Educational Conference

National Office staff, in coordination with the Council of Executive Directors, will develop plans for the First Annual National ASPIRA Conference on Hispanic Education to be held in the Washington, D.C. area during the 1986-87 year.

Planning 1985-86

## OBJECTIVE 3.2

To develop, organize and implement a staff capacity to conduct educational policy and program analyses, research and dissemination.

### ACTIVITIES

#### 3.2.1 Proposal Development 1984-85

National ASPIRA will develop proposals for the establishment of the ASPIRA Institute of Educational Research and Dissemination.

#### 3.2.2 Fund Raising 1984-85

National ASPIRA will identify potential funding sources for the establishment of the ASPIRA Institute. Proposals will be submitted to these potential sources for funding consideration.

#### 3.2.3 Program Implementation 1985-86

When funded, the Institute will be implemented in accord with the proposal and will become a component of the National ASPIRA Annual Plan.

#### GOAL 4

National ASPIRA will provide technical assistance to its Associates/Affiliate in such areas as research, planning, development, advocacy, program and fiscal management.

##### OBJECTIVE 4.1

To provide technical assistance to Associates/Affiliate, as requested, in areas of advocacy and representation, program development, fiscal management and fund raising.

##### ACTIVITIES

##### 4.1.1 Advocacy 1984-85

National Office staff will initiate advocacy and representation activities on behalf of the ASPIRA Association in pursuit of the ASPIRA Issues Agenda (to be developed) and the ASPIRA Mission.

##### 4.1.2.1 Representation - General 1984-85

National Office staff will represent the ASPIRA Association on general matters with national scope to further the ASPIRA Mission. Representation includes membership in other national organizations, networks and organizations; participation and leadership in national conferences and commissions, and; interacting with and providing information to the legislature and executive branches of the federal government.

##### 4.1.2.2 Representation - Specific 1984-85

National Office staff will, within available resources, represent Associates/Affiliate on matters of specific concern to the Associate/Affiliate at the request of its Executive Director.

##### 4.1.3.1 Program Development - General 1984-85

National Office will provide general program development technical assistance to Associates/Affiliate upon request from the Executive Directors. Technical assistance provided may come from existing staff resources or through special funding which the National Office may obtain from other sources.

##### 4.1.3.2 Program Development - Specific 1984-85

Should one or more Associate/Affiliate, individually or in combination, desire expanded program development services, the National Office will consider entering into a shared cost program development agreement.

#### 4.1.3.3 Program Development    Coordinated Student Information System

To facilitate program development efforts, National Office staff will continue efforts to establish a Computerized Coordinated Student Information System. This system will eventually allow data entry and retrieval via telecommunications, thus permitting almost instantaneous access to vital program development resources. The National Office software for the S.I.S. will be fully in place by the 1985-86 fiscal year.

*Baynes 1984-85*

#### 4.1.4.1 Accounting and Bookkeeping    1984-85

National Office staff will continue to provide accounting and book-keeping services to its one Affiliate. Accounting technical assistance will also continue to be provided to all Associates upon request.

#### 4.1.4.2 Financial Auditing    1984-85

National ASPIRA will coordinate and finance the audits of the Associates/Affiliate for the year ended June, 1984. These audits will be completed during the 1984-85 year. Due to the high cost of the service and the possible legal implications of centralized financial control of the ASPIRA Association, the National Executive Director will propose a gradual phase-out of underwriting this service starting with the audits to be conducted during the 1985-86 fiscal year. *Continue to pay for affiliate audit*

#### 4.1.5 Fund Raising    1984-85

National Office staff will provide limited fund raising technical assistance upon request from the Executive Directors of the Associates/Affiliate. Assistance to be provided includes use of the National Office Fund Raising Library, guidance on fund raising strategies, and dissemination of fund raising resource material.

Additional fund raising resource materials will be developed and made available at a minimal cost to the Associates/Affiliate.

On a shared-cost contractual basis, the National Office will provide tailored fund raising and grants development services to one or more Associates/Affiliate, including:

- o Researching Sources of Corporate, Foundation and Government Funding;
- o Development of Fund Raising Strategies;
- o Drafting Letters;
- o Proposal Development;
- o Mailing to new Corporations and Foundations;
- o Follow-up, and;
- o Other Services as Stipulated in the Fund Raising agreement

## GOAL 5

National ASPIRA will identify new areas of program expansion, and, where possible and appropriate, will guide, assist and authorize the establishment of new Associates/Affiliates.

### OBJECTIVE 5.1

To take initial steps to facilitate the establishment of a new ASPIRA affiliate during the 1985-86 fiscal year.

#### ACTIVITIES

##### 5.1.1 Review Guidelines 1984-85

Review and revise, where necessary, the current guidelines and criteria for affiliation.

##### 5.1.2 Disseminate Guidelines Begins 1984-85

Disseminate guidelines to communities which have communicated an interest in establishing an ASPIRA affiliate in their State or geographic territory.

##### 5.1.3 Prioritize Prospective Affiliation Candidates 1984-85

Based on the affiliation guidelines, National Office staff will prepare a prioritized list of prospective affiliation candidates for review and approval by the National Board of Directors.

##### 5.1.4 Affiliation Technical Assistance 1985-86

National Office staff will provide and coordinate appropriate technical assistance to the selected affiliation candidate.

GOAL 6

National ASPIRA will conduct research and policy analyses on educational issues to further the ASPIRA mission and purpose

OBJECTIVE 6.1

To develop a vehicle for conducting research and policy analyses on educational issues.

ACTIVITIES

Activities provided for Goal 3, Objective 2, Activities 1, 2 and 3 will address Objective 6.1.

## GOAL 7

National ASPIRA can provide Associates/Affiliate appropriate services in purchasing, communications, accounting, data base coordination, report preparation and dissemination and other services which make use of economies of scale.

### OBJECTIVE 7.1

To National Office services which make use of economies of scale in such areas as purchasing, communications, accounting, data base maintenance and coordination, reports preparation and dissemination and other services.

#### ACTIVITIES

##### 7.1.1 Needs Assessment 1984-85

National Office staff will prepare and disseminate a needs assessment instrument to determine the type and level of services the Executive Directors of the Associate/Affiliate would like to receive from the National Office under this objective.

##### 7.1.2 Planning Services 1984-85

Based on the needs assessment, National Office staff will develop an appropriate plan for providing requested services.



## GOAL 8

National ASPIRA can establish internship programs in areas of national policy, research, analyses and development in coordination with Associates/Affiliate.

### OBJECTIVE 8.1

To establish an ASPIRA Internship Program in the areas of national policy, research, analyses and development.

#### ACTIVITIES

##### 8.1.1 Needs Assessment 1984-85

National Office staff will conduct a needs assessment, including review of the literature, to determine the degree to which an ASPIRA Internship Program is needed.

##### 8.1.2 Proposal Development 1984-85

Based on the needs assessment, National Office staff will develop an appropriate proposal to obtain funding.

##### 8.1.3 Fund Raising 1984-85

National Office staff will conduct appropriate fund raising activities to obtain funds for proposal implementation.

GOAL 9

National ASPIRA can, in coordination with Associates/Affiliate, establish, serve and participate in networks which further promote the ASPIRA mission.

OBJECTIVE 9.1

To organize and maintain a national network of organizations and individuals to promote ASPIRA Mission.

ACTIVITIES

9.1.1 Needs and Interest Assessment 1984-85

National Office staff will assess the national need and level of interest to establish an operational network of organizations and individuals who share a common interest with ASPIRA Mission.

9.1.2 Network Development 1985-86

Based on the needs and interest assessment, National Office staff will initiate the development and implementation of a National ASPIRA Network by the 1985-86 fiscal year.

## GOAL 10

National ASPIRA can conceptualize, develop, implement and evaluate national education demonstration projects in coordination and collaboration with ASPIRA Associates/Affiliate and other institutions to further the ASPIRA mission.

### OBJECTIVE 10.1

To assess the feasibility of establishing an ASPIRA School for Technology which will offer alternative educational options to students from the Associates/Affiliate.

#### ACTIVITIES

##### 10.1.1

1984-85

Review, revise and adopt the concept paper developed for the establishing of the Network School for Technology in February, 1983.

##### 10.1.2

1984-85

Disseminate the ASPIRA School for Technology concept paper to the Associates/Affiliate for input.

##### 10.1.3

1984-85

Assess the level of interest of other institutions who may participate in the establishment of the ASPIRA School for Technology.

##### 10.1.4

Begin 1984-85

Identify and obtain funding for the establishment of the ASPIRA School for Technology during the 1985-86 fiscal year.

ASPIRA OF TICA  
FUNCTION/HUMAN RESO. ALLOCATION  
by  
AGENCY ACTIVITY  
FISCAL YEAR 1984-85

Function RUSA Resources Act. vty	Administration Executive Director	Program Execution Program Director	Research Research Associate	Advocacy Special Assistant for Advocacy	Program Development Program Manager/ Developer	Finance Services Finance Director/ Comptroller	Fund Raising Development Director
1.1	1.1.1	*	**				
	1.1.2	*	**				
	1.1.3	*			**		
1.2	1.2.1	*			**		
	1.2.2	*					**
	1.2.3	*	**				
2	2.1.1	*			**		
	2.1.2	*					**
	2.1.3	*	**				
1.4	1.4.1	*	**				
	1.4.2	*	**				
2.1	2.1.1	*	**				
	2.1.2	*	**				
	2.1.3	*	**				
	2.1.4	*				**	
2.2	2.2.1	*	**	*			
	2.2.2	*	**				
3	3.1.1	*		**			
	3.1.2	*		**			
	3.1.3	*		**			

\*\* Staff position with lead responsibility.

\* Supervisory functions.

ASPIRA OF TRICA  
FUNCTION/HUMAN RES. ALLOCATION  
by  
AGENCY ACTIVITY  
FISCAL YEAR 1984-85

-2-

Function Human Resources Activity	Administration	Program Execution	Research	Advocacy	Program Development	Finance Services	Fund Raising
	Executive Director	Program Director	Research Associate	Special Assistant for Advocacy	Program Writer Developer	Finance Director/ Comptroller	Development Director
3.1 3.1.4	*			**			
3.1 3.1.5	*			**			
3.1 3.1.6	*			**			
3.1 3.1.7	*	**					
3.1 3.1.8	*	**					
3.2 3.2.1	*				**		
3.2 3.2.2	*						**
3.2 3.2.3	*	**					
4. 4.1.1	*			**			
4.1 4.1.2	*			**			
4.1 4.1.3	*			**			**
4.1 4.1.4	*			**			**
4.1 4.1.5	*		**				**
4.1 4.1.6	*					**	
4.1 4.1.7	*					**	
4.1 4.1.8	*		**		**	**	**
5.1 5.1.1	*						**
5.1 5.1.2	*			*			**
5.1 5.1.3	*						**
5.1 5.1.4	*						**
6. See 3.2							

\*\* Staff position with lead responsibility

\* Supervisory functions.

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\* Staff position with lead responsibility  
\* Supervisory functions.

ASPIRA of America, Inc  
Personnel Staffing Schedule  
Fiscal Year 1984 85

• National Executive Director	(12 months)	
• National Program Director	(12 months)	
✓ • Development Director	( 9 months)	
Finance Director/Comptroller	(12 months)	
• Proposal Developer	( 9 months)	
• Research Associate	( 8 months)	
• Advocacy Assistant	( 9 months)	
✓ Office Manager	(12 months)	
✓ Accountant	(12 months)	
✓ • Administrative Assistant	( 9 months)	18,500 PA
Executive Secretary	(12 months)	15,000 PA
✓ • Information Specialist	( 9 months)	18,500 PA

\* new position

ASPIRA of America, Inc.  
 Projected Expenditure Schedule  
 Fiscal Year 1984-85

Personnel Costs:

Salaries	\$252,956
Fringe Benefits	<u>63,239</u>

Total Personnel Costs:	\$316,195
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Other Costs:	189,873
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Program Costs:	<u>20,467</u>
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Total Projected Expenditures:	<u>\$526,535</u>
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Projected Revenue - 1984-85	555,660
Projected Expenditures - 1984-85	<u>526,535</u>

Projected Revenue over Expenditures	29,125
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(To be applied against outstanding  
 debt to Associates)



ASPIRA of America, Inc.  
Projected Revenue Schedule  
Fiscal Year 1984-85

Unrestricted Sources of Revenue  
Corporations and Foundations

Current	\$163,050	
Increase (8%)	14,300	
New Sources	<u>106,870</u>	284,220

Interest Income		
Readers Digest/DeWitt Wallace Fund		50,000

National Labor Unions	5,000	
Community	5,000	
National Professional Organizations	2,000	
National Service Clubs	<u>2,000</u>	<u>14,000</u>

348,220

Other Sources of Revenue

Development Income from Associates	25,000	
Rent Income	3,000	
Miscellaneous	1,000	
Indirect Overhead	<u>6,510</u>	<u>35,510</u>

Total Unrestricted Sources of Revenue		383,730
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Restricted Sources of Revenue

PHS	81,375	
KMJ	<u>90,561</u>	

Total Restricted Sources of Revenue		<u>171,936</u>
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Total Projected Revenue		<u>\$555,660</u>
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Projected Unrestricted Revenue 1984-85	348,220	
Actual Unrestricted Recurring Revenues 1984-85	<u>203,339</u>	
New Unrestricted Income to be Raised	144,881	

Resource DevelopmentFund Raising Objectives for the National Office Unrestricted

The resources to finance the activities of National ASPIRA are derived from corporation, foundation, public sector and other unrestricted and restricted sources. Restricted revenue for programmatic activities are usually raised through the submission of grant proposals to potential funding sources. The fund raising objectives that follow are to raise \$348,100 in unrestricted income for the general operations of the National Office.

Sources of Unrestricted Revenue

<u>Objective</u>	<u>Expected Outcome</u>
1. To increase the level of the National Office's unrestricted revenues from current corporation and foundations sources by a minimum of ten (10) percent	
A. Current Level	161,119
B. Increase (10%)	<u>16,111</u>
	\$177,230
2. To increase the number of new corporate and foundation sources by a ratio of 1:2 of direct development staff costs (\$53,438)	106,870
3. To develop new sources of unrestricted revenue from national labor organizations	5,000
4. To develop unrestricted revenue from the general community (Hispanic and others)	5,000
5. To develop unrestricted revenue from professional organizations	2,000
6. To develop unrestricted revenue from service clubs, i.e. Kiwanis Clubs International, Lions Clubs International, etc.	2,000
7. To develop endowment funds as a source of unrestricted income.	50,000
TOTAL	<u>\$348,100</u>

✓ 784-31

ASPIRA OF AMERICA INC.  
BUDGET FOR THE PERIOD OF  
July 1st, 1984 thru June 30th, 1985

*RESTRICTED BUDGET*

*ESTIMATED*

	GENERAL OPERATING	TOTAL PROGRAM BUDGET	TOTAL BUDGET
<b>PERSONNEL COSTS:</b>			
<b>SALARIES:</b>			
NATIONAL EXECUTIVE DIRECTOR	13,473.00	26,527.00	40,000.00
PROGRAM DIRECTOR	6,565.00	20,314.00	26,879.00
DEVELOPMENT DIRECTOR (9 MOS.)	26,250.00	0.00	26,250.00
FINANCE DIRECTOR/COMPTROLLER	21,916.00	13,233.00	35,149.00
PROPOSAL DEVELOPER (9 MOS.)	16,500.00	0.00	16,500.00
RESEARCH ASSOCIATE (9 MOS.)	13,500.00	0.00	13,500.00
ADVOCACY ASSISTANT (9 MOS.)	13,500.00	0.00	13,500.00
OFFICE MANAGER	4,983.00	15,605.00	20,588.00
ACCOUNTANT	8,811.00	8,549.00	17,360.00
ADMINISTRATIVE ASSISTANT (9 MOS.)	13,500.00	0.00	13,500.00
EXECUTIVE SECRETARY	4,665.00	13,815.00	18,480.00
INFORMATION SPECIALIST (9 MOS.)	11,250.00	0.00	11,250.00
<b>TOTAL SALARIES</b>	<b>154,913.00</b>	<b>98,043.00</b>	<b>252,956.00</b>
<b>FRINGE BENEFITS</b>	<b>45,215.00</b>	<b>18,024.00</b>	<b>63,239.00</b>
<b>TOTAL PERSONNEL COSTS</b>	<b>200,128.00</b>	<b>116,067.00</b>	<b>316,195.00</b>
<b>OTHER COSTS:</b>			
OFFICE RENT EXPENSE	39,517.00	9,338.00	48,855.00
OFFICE MAINTENANCE EXPENSE	4,000.00	0.00	4,000.00
OFFICE UTILITIES AND INSURANCE EXP.	6,500.00	0.00	6,500.00
OFFICE SUPPLIES EXPENSE	3,563.00	2,937.00	6,500.00
EQUIPMENT RENTAL EXPENSE	10,330.00	1,455.00	11,785.00
EQUIPMENT MAINTENANCE EXPENSE	3,500.00	0.00	3,500.00
TELEPHONE EXPENSE	3,650.00	3,600.00	7,250.00
BOARD OF DIRECTORS EXPENSE	16,850.00	0.00	16,850.00
PRINTING AND PUBLICATIONS EXPENSE	14,820.00	2,513.00	17,333.00
TRAVEL EXPENSE	11,559.00	6,241.00	17,800.00
MEMBERSHIP AND DUES EXPENSE	3,000.00	0.00	3,000.00
PROFESSIONAL AUDITING FEES EXP.	25,500.00	10,000.00	35,500.00
CONSULTANT FEES EXPENSE	5,000.00	0.00	5,000.00
POSTAGE EXPENSE	2,215.00	1,785.00	4,000.00
MISCELLANEOUS EXPENSE	2,000.00	0.00	2,000.00
<b>TOTAL OTHER COSTS</b>	<b>152,004.00</b>	<b>37,869.00</b>	<b>189,873.00</b>

18,500 (12 MO)

639.4

20.8%

184-3

ASPIRA OF AMERICA INC.  
BUDGET FOR THE PERIOD OF  
July 1st, 1984 thru June 30th, 1985

	UNRESTRICTED GENERAL OPERATING	RESTRICTED TOTAL PROGRAM BUDGET	TOTAL BUDGET
PROGRAM COSTS:			
MATERIALS AND SUBSCRIPTION EXPENSE	1,200.00	2,300.00	3,500.00
EVALUATION EXPENSE	1,267.00	5,400.00	6,667.00
STIPEND EXPENSE	0.00	10,000.00	10,000.00
ACTIVITIES EXPENSE	0.00	300.00	300.00
TOTAL PROGRAM COSTS	2,467.00	18,000.00	20,467.00
TOTAL NATIONAL OPERATING BUDGET	354,599.00	171,936.00	526,535.00
TRANSFER TO ASSOCIATES		325,028.00	325,028.00
TOTAL FISCAL YEAR 84-85 BUDGET	354,599.00	496,964.00	851,563.00

10%

67% UNREST

ASPIRA OF AMERICA, INC.  
BUDGET FOR THE PERIOD OF  
July 1st, 1984 thru June 30th, 1985

UNRESTRICTED  
Budget

	ADMINIS- TRATION	FUND RAISING AND PROGRAM DEV.	F.H.S. G.O. CONTRIBUTION	GENERAL OPERATING
<b>PERSONNEL COSTS:</b>				
<b>SALARIES:</b>				
NATIONAL EXECUTIVE DIRECTOR	6,736.00	6,737.00		13,473.00
PROGRAM DIRECTOR			6,565.00	6,565.00
DEVELOPMENT DIRECTOR (9 MOS.)		26,250.00		26,250.00
FINANCE DIRECTOR/CONTROLLER	19,269.00		2,647.00	21,916.00
PROPOSAL DEVELOPER (9 MOS.)		16,500.00		16,500.00
RESEARCH ASSOCIATE (9 MOS.)	13,500.00		-	13,500.00
ADVOCACY ASSISTANT (9 MOS.)	13,500.00			13,500.00
OFFICE MANAGER			4,983.00	4,983.00
ACCOUNTANT	6,993.00		1,818.00	8,811.00
ADMINISTRATIVE ASSISTANT (9 MOS.)	6,750.00	6,750.00		13,500.00
EXECUTIVE SECRETARY	4,665.00			4,665.00
INFORMATION SPECIALIST (9 MOS.)	5,625.00	5,625.00		11,250.00
TOTAL SALARIES	77,038.00	61,862.00	16,013.00	154,913.00
FRINGE BENEFITS	22,523.00	15,466.00	7,226.00	45,215.00
TOTAL PERSONNEL COSTS	99,561.00	77,328.00	23,239.00	200,128.00
<b>OTHER COSTS:</b>				
OFFICE RENT EXPENSE	38,017.00		1,500.00	39,517.00
OFFICE MAINTENANCE EXPENSE	4,000.00			4,000.00
OFFICE UTILITIES AND INSURANCE EXP.	6,500.00			6,500.00
OFFICE SUPPLIES EXPENSE	3,303.00		260.00	3,563.00
EQUIPMENT RENTAL EXPENSE	10,200.00		130.00	10,330.00
EQUIPMENT MAINTENANCE EXPENSE	3,500.00			3,500.00
TELEPHONE EXPENSE	3,250.00		400.00	3,650.00
BOARD OF DIRECTORS EXPENSE	16,850.00			16,850.00
PRINTING AND PUBLICATIONS EXPENSE	8,941.00	5,600.00	279.00	14,820.00
TRAVEL EXPENSE	3,281.00	8,000.00	278.00	11,559.00
MEMBERSHIP AND DUES EXPENSE		3,000.00		3,000.00
PROFESSIONAL AUDITING FEES EXP.	25,500.00			25,500.00
CONSULTANT FEES EXPENSE		5,000.00		5,000.00
POSTAGE EXPENSE	2,065.00		150.00	2,215.00
MISCELLANEOUS EXPENSE	2,000.00			2,000.00
TOTAL OTHER COSTS	127,407.00	21,600.00	2,997.00	152,004.00

193 J.

ASPIRA OF AMERICA, INC.  
BUDGET FOR THE PERIOD OF  
July 1st, 1984 thru June 30th, 1985

	ADMINIS- TRATION	FUND RAISING AND PROGRAM DEV.	P.H.S. G.O. CONTRIBUTION	<i>UNRESTRICTED</i> <del>BUDGET</del> GENERAL OPERATING
PROGRAM COSTS:				
MATERIALS AND SUBSCRIPTION EXPENSE		1,033.00	167.00	1,200.00
EVALUATION EXPENSE			1,267.00	1,267.00
SALARY EXPENSE				0.00
ACTIVITIES EXPENSE				0.00
TOTAL PROGRAM COSTS	0.00	1,033.00	1,434.00	2,467.00
TOTAL NATIONAL OPERATING BUDGET	226,968.00	99,961.00	27,670.00	354,599.00
TRANSFER TO ASSOCIATES				
TOTAL FISCAL YEAR 84-85 BUDGET	226,968.00	99,961.00	27,670.00	354,599.00

18873

ASPIRA OF AMERICA, INC.  
BUDGET FOR THE PERIOD OF  
July 1st, 1984 thru June 30th, 1985

	P.H.S. (4 mos.)	P.H.S. (8 mos.)	R.W.J. (1 mo.)	R.W.J. (11 mos.)	TOTAL PROGRAM BUDGET
<b>PERSONNEL COSTS:</b>					
<b>SALARIES:</b>					
NATIONAL EXECUTIVE DIRECTOR			1,292.00	25,235.00	26,527.00
PROGRAM DIRECTOR	8,960.00	11,354.00			20,314.00
DEVELOPMENT DIRECTOR (9 MOS.)					0.00
FINANCE DIRECTOR/CONTROLLER	5,293.00	7,940.00			13,233.00
PROPOSAL DEVELOPER (9 MOS.)					0.00
RESEARCH ASSOCIATE (9 MOS.)					0.00
ADVOCACY ASSISTANT (9 MOS.)					0.00
OFFICE MANAGER	6,863.00	8,742.00			15,605.00
ACCOUNTANT			800.00	7,749.00	8,549.00
ADMINISTRATIVE ASSISTANT (9 MOS.)					0.00
EXECUTIVE SECRETARY			1,231.00	12,584.00	13,815.00
INFORMATION SPECIALIST (9 MOS.)					0.00
<b>TOTAL SALARIES</b>	21,116.00	28,036.00	3,323.00	45,568.00	98,043.00
<b>FRINGE BENEFITS</b>	4,299.00	4,766.00	831.00	8,128.00	18,024.00
<b>TOTAL PERSONNEL COSTS</b>	25,415.00	32,802.00	4,154.00	53,696.00	116,067.00
<b>OTHER COSTS:</b>					
OFFICE RENT EXPENSE	3,000.00	4,500.00	149.00	1,689.00	9,338.00
OFFICE MAINTENANCE EXPENSE					0.00
OFFICE UTILITIES AND INSURANCE EXP.					0.00
OFFICE SUPPLIES EXPENSE	520.00	780.00	215.00	1,422.00	2,937.00
EQUIPMENT RENTAL EXPENSE	260.00	390.00	200.00	605.00	1,455.00
EQUIPMENT MAINTENANCE EXPENSE					0.00
TELEPHONE EXPENSE		1,200.00	200.00	2,200.00	3,600.00
BOARD OF DIRECTORS EXPENSE					0.00
PRINTING AND PUBLICATIONS EXPENSE	1,675.00	838.00			2,513.00
TRAVEL EXPENSE	1,615.00	835.00	744.00	3,047.00	6,241.00
MEMBERSHIP AND DUES EXPENSE					0.00
PROFESSIONAL AUDITING FEES EXP.				10,000.00	10,000.00
CONSULTANT FEES EXPENSE					0.00
POSTAGE EXPENSE	485.00	450.00	135.00	715.00	1,785.00
MISCELLANEOUS EXPENSE					0.00
<b>TOTAL OTHER COSTS</b>	7,555.00	8,993.00	1,643.00	19,678.00	37,869.00

10/1/85

ASPIRA OF AMERICA, INC.  
BUDGET FOR THE PERIOD OF  
July 1st, 1984 thru June 30th, 1985

	P.H.S. (4 mos.)	P.H.S. (8 mos.)	R.W.J. (1 mo.)	R.W.J. (11 mos.)	TOTAL PROGRAM BUDGET
<b>PROGRAM COSTS:</b>					
MATERIALS AND SUBSCRIPTION EXPENSE	710.00	500.00	540.00	530.00	2,300.00
EVALUATION EXPENSE	400.00	5,000.00			5,400.00
SITING EXPENSE				10,000.00	10,000.00
ACTIVITIES EXPENSE			25.00	275.00	300.00
TOTAL PROGRAM COSTS	1,110.00	5,500.00	565.00	10,825.00	18,000.00
TOTAL NATIONAL OPERATING BUDGET	34,080.00	47,295.00	6,362.00	84,199.00	171,936.00
TRANSFER TO ASSOCIATES	78,285.00	117,428.00	11,887.00	117,428.00	325,028.00
TOTAL FISCAL YEAR 84-85 BUDGET	112,365.00	164,723.00	18,249.00	201,627.00	496,964.00



ASPIRA OF AMERICA INC.  
ALLOCATION OF SERVICES TO ASSOCIATES/AFFILIATES  
FISCAL YEAR 1984-1985

	TOTAL BUDGET	DIRECT SERVICES TO ASSOC./AFFIL.	PERCENT SERVICES TO ASSOC./AFFIL.
<b>PERSONNEL COSTS:</b>			
<b>SALARIES:</b>			
NATIONAL EXECUTIVE DIRECTOR	40,000.00	10,000.00	
PROGRAM DIRECTOR	26,879.00	20,159.25	
DEVELOPMENT DIRECTOR (9 MOS.)	26,250.00	6,562.50	
FINANCE DIRECTOR/COMPTROLLER	35,149.00	21,089.40	
PROPOSAL DEVELOPER (9 MOS.)	16,500.00	4,125.00	
RESEARCH ASSOCIATE (9 MOS.)	13,500.00	6,750.00	
ADVOCACY ASSISTANT (9 MOS.)	13,500.00	10,125.00	
OFFICE MANAGER	20,588.00	2,058.80	
ACCOUNTANT	17,360.00	8,680.00	
ADMINISTRATIVE ASSISTANT (9 MOS.)	13,500.00	6,750.00	
EXECUTIVE SECRETARY	18,480.00	4,620.00	
INFORMATION SPECIALIST (9 MOS.)	11,250.00	5,625.00	
TOTAL SALARIES	252,956.00	106,544.95	
FRINGE BENEFITS	63,239.00	27,701.69	
TOTAL PERSONNEL COSTS	316,195.00	134,246.64	42.0
<b>OTHER COSTS:</b>			
OFFICE RENT EXPENSE	48,855.00	20,519.10	
OFFICE MAINTENANCE EXPENSE	4,000.00	1,680.00	
OFFICE UTILITIES AND INSURANCE EXP.	6,500.00	2,730.00	
OFFICE SUPPLIES EXPENSE	6,500.00	2,730.00	
EQUIPMENT RENTAL EXPENSE	11,785.00	4,949.70	
EQUIPMENT MAINTENANCE EXPENSE	3,500.00	1,470.00	
TELEPHONE EXPENSE	7,250.00	3,045.00	
BOARD OF DIRECTORS EXPENSE	16,850.00	15,165.00	
PRINTING AND PUBLICATIONS EXPENSE	17,333.00	9,044.63	
TRAVEL EXPENSE	17,800.00	11,370.83	
MEMBERSHIP AND DUES EXPENSE	3,000.00	1,290.00	
PROFESSIONAL AUDITING FEES EXP.	35,500.00	32,127.50	
CONSULTANT FEES EXPENSE	5,000.00	2,150.00	
POSTAGE EXPENSE	4,000.00	1,680.00	
MISCELLANEOUS EXPENSE	2,000.00	0.00	
TOTAL OTHER COSTS	189,873.00	109,951.76	58.0

ASPINA OF AMERICA INC.  
ALLOCATION OF SERVICES TO ASSOCIATES/AFFILIATES  
FISCAL YEAR 1984-1985

	TOTAL BUDGET	DIRECT SERVICES TO ASSOC./AFFIL.	PERCENT SERVICES TO ASSOC./AFFIL.
PROGRAM COSTS:			
MATERIALS AND SUBSCRIPTION EXPENSE	3,500.00	2,911.19	
EVALUATION EXPENSE	6,667.00	6,667.00	
STIPEND EXPENSE	10,000.00	10,000.00	
ACTIVITIES EXPENSE	300.00	300.00	
TOTAL PROGRAM COSTS	20,467.00	19,878.19	97.0
TOTAL NATIONAL OPERATING BUDGET	526,535.00	264,076.59	50.0
TRANSFER TO ASSOCIATES	325,028.00	325,028.00	100.0
TOTAL FISCAL YEAR 84-85 BUDGET	851,563.00	589,104.59	69.0

ASPIRA OF AMERICA INC  
SALARY AND STAFFING SCHEDULE  
FISCAL YEAR 1984-1985

STAFF TITLES	ACTUAL SALARY	NEW POSI- TIONS (None.)	C.O.L.A. 1982 (5.8%)	C.O.L.A. 1983 (4.7%)	C.O.L.A. 1984-85 (5%)	TOTAL
National Executive Director	40,000					40,000
Program Director*	24,773			1,164	942	26,879
Development Director		26,250				26,250
Finance Director/Comptroller	30,432		1,765	1,430	1,522	35,149
Proposal Developer		16,500				16,500
Research Associate		13,500				13,500
Advocacy Assistant		13,500				13,500
Office Manager	17,825		1,034	838	891	20,588
Accountant *	16,000			752	608	17,360
Administrative Assistant		13,500				13,500
Executive Secretary	16,000		928	752	800	18,480
Information Specialist		11,250				11,250
TOTAL SALARY	145,030	94,500	3,727	4,936	4,763	252,956
FRINGE BENEFITS (2%)	36,258	23,625	932	1,234	1,191	63,239
TOTAL PERSONNEL COST	181,288	118,125	4,659	6,170	5,954	316,195

\*These employees received a promotional increase of 7% effective 11/1/83. The proposed total of 8.5% brings these

ASPIRA OF AMERICA, INC.  
BUDGET DESCRIPTION  
FISCAL YEAR 1984-1985

<u>PERSONNEL COSTS:</u>			
Refer to "Salary and Staffing Schedule"			316,195.00
<u>OTHER COSTS:</u>			
<u>Office Rent Expense</u>			
3,257 sq. ft. @ \$15.00 sq. ft.		48,855.00	
<u>Office Maintenance Expenses</u>			
Rubbish Carting	480.00		
Cleaning Services	3,000.00		
Supplies	300.00		
Miscellaneous	220.00		
		4,000.00	
<u>Office Utilities &amp; Insurance</u>			
Business Personal Property Insurance	568.00		
Owners, Landlords & Tenants Insurance	756.00		
Scheduled Property Floater Insurance			
Commercial Blanket Bond	316.00		
Electricity Expense (\$405/Mo.)	4,860.00		
		6,500.00	
Office Supplies \$541.66 /Mo.		6,500.00	
<u>Equipment Rental/Purchase Expense</u>			
Computer(leasing) (2) \$430/Mo.	5,160.00		
Mailing(leasing) \$75/Mo.	900.00		
Copier(leasing) \$317/Mo.	3,800.00		
Water Cooler (Purchase)	925.00		
Computer Information Access (ERIC & Foundation Center)	1,000.00		
		11,785.00	
<u>Equipment Maintenance Expense</u>			
Typewriters	800.00		
Copier	1,200.00		
Telephone	700.00		
Air Conditioners	420.00		
Computer	380.00		
		3,500.00	

ASPIRA OF AMERICA, INC.  
BUDGET DESCRIPTION  
FISCAL YEAR 1984-1985

<u>Telephone Expense</u>				
NY Tel. (250/Mo.)	3,000.00			
L/D Service (\$354/Mo.)	4,250.00			
		7,250.00		
<u>Board of Directors Expense</u>				
Officers Liability Insurance	1,850.00			
Executive Com. Mtgs. \$2,000 ea.	6,000.00			
Board Meetings \$4,500 ea.	9,000.00	16,850.00		
<u>Printing &amp; Publications Expense</u>				
Newsletter—semi-annually \$2250 ea.	4,500.00			
Annual Report	5,600.00			
Promotion Materials (flyers, brochures, etc.)	5,750.00			
Health Careers Flyers & Posters	1,483.00			
		17,333.00		
<u>Travel Expense</u>				
Programmatic Site Visits to Associates (2 visits a Yr.)	6,519.00			
Leadership Dev. Workshops (\$500/Worksp)	1,000.00			
Coordination of Nat'l Student Leadership Conf. (2 trips/Yr.)	800.00			
Development Fund Raising & Advocacy	8,000.00			
General Administration & Local Travel	1,481.00			
		17,800.00		
<u>Membership and Dues Expense</u>				
Membership to National Advocacy Fund Raising & Educ. Organizations		3,000.00		
<u>Professional Auditing Fees Expense</u>				
10% increase on \$32,000 contract fee		35,500.00		
<u>Consultant Fees Expenses</u>				
Contracting specialized persons for the development of materials, research, proposals and/or auxilliary staff.		5,000.00		
<u>Postage Expense - \$333/Mo.</u>		4,000.00		

ASPIRA OF AMERICA, INC.  
BUDGET DESCRIPTION  
FISCAL YEAR 1984-1985

<u>Miscellaneous</u>			
To cover any unforeseeable expense that may not be classified into the categories described within the budget.		2,000.00	
<u>Total Other Costs</u>			189,873.00
<u>Program Costs:</u>			
<u>Materials and Subscriptions</u>			
Purchase of books such as: Standard & Poors, Corporate Foundation Profiles, Foundation Directory, Corporate 500. Program related books	1,800.00		
Subscriptions such as: Federal Register, Congressional Yellow Book, Foundation News, Newspapers/Magazines.	1,200.00		
Program related subscriptions	500.00	3,500.00	
<u>Evaluation Expense</u>			
On going evaluation of the National Health Careers Program		6,667.00	
<u>Stipends</u>			
Summer stipends for students to participate in Health Careers Summer Programs at Medical Schools.		10,000.00	
<u>Activities</u>			
To cover unforeseen National Programmatic activities.		300.00	
<u>Total Program Costs</u>			20,467.00
<u>Total National Operating Budget</u>			526,535.00
<u>Transfer to Associates</u>			325,028.00
<u>Total Fiscal Year 84-85 Budget</u>			851,563.00

ASPIRA OF AMERICA INC.  
CONTRIBUTION GOALS FOR 1984-1985  
FOUNDATIONS/CORPORATIONS

CORPORATION/FOUNDATION	RECEIVED	PROJECTED
	FY 83-84	FY 84-85
AMAX INC.	2,000.00	2,000.00
AMERICAN BROADCASTING CO.	2,000.00	2,000.00
AMERICAN TELEPHONE & TELEGRAPH	7,500.00	7,500.00
ANHEUSER BUSH COMPANY	5,000.00	5,000.00
BRISTOL MYERS CORP.	3,000.00	3,000.00
CELANESE CORPORATION	1,500.00	1,500.00
CONTINENTAL GROUP CORP.	2,500.00	2,500.00
CULBRO CORP.	500.00	500.00
EQUITABLE LIFE ASSURANCE CORP.	7,500.00	10,000.00
EXXON CORPORATION	13,500.00	15,000.00
GENERAL MOTORS CORPORATION	7,500.00	7,500.00
GULF & WESTERN CORP.	5,000.00	5,000.00
HENRY & LUCY MOSES-FUND	1,500.00	1,500.00
HILTON INTERNATIONAL CORP.	4,000.00	4,000.00
IBM	20,000.00	25,000.00
J. C. PENNEY CORP.	2,500.00	3,000.00
KMART CORP.	1,300.00	1,300.00
MANHATTAN LIFE INSURANCE CO.	2,000.00	2,000.00
MCGRAW-HILL CORP.	0.00	3,000.00
METROPOLITAN LIFE INSURANCE CO.	7,000.00	7,000.00
MOBIL OIL CORP.	2,200.00	2,000.00
NL INDUSTRIES	1,000.00	1,500.00
PENN CENTRAL CORP.	750.00	750.00
PEPSICO FOUNDATION	7,500.00	7,500.00
PFIZER INC.	2,500.00	3,000.00
RCA	2,000.00	2,000.00
SAM & LOUISE CAMPE FOUNDATION	500.00	500.00
SEARS, ROEBUCK AND COMPANY	5,000.00	5,000.00
STERLING DRUGS	1,500.00	2,000.00
TIME INC.	8,000.00	8,000.00
TRW	2,500.00	3,000.00
U. S. STEEL FOUNDATION	10,000.00	10,000.00
UNION CARBIDE CORP.	8,000.00	8,000.00
WALGREENS INC.	300.00	300.00
WARNER LAMBERT CORPORATION	8,000.00	8,000.00
XEROX CORPORATION	7,500.00	7,500.00
NEW SOURCES (23)		106,870.00
GRAND TOTAL	163,050.00	284,220.00